State of Wisconsin

OFFICE OF STATE EMPLOYMENT RELATIONS

DIVISION OF MERIT RECRUITMENT AND SELECTION BULLETIN

Date:	February 6, 2012	**Subject:**	Personnel Management Classification Survey Program for the 2011-2013 Biennium
Locator No:	OSER-0298-MRS		

The purpose of this bulletin is to inform state agencies of the Office of State Employment Relations' (OSER) intention to conduct personnel management surveys of select occupational areas during the 2011-2013 biennium. The survey program is limited to occupational areas experiencing the most significant classification plan administration, recruitment and/or retention problems. OSER is in the process of soliciting survey requests. One of the primary rationales to conduct surveys is to maintain a simplified yet efficient class structure. Simplification may occur as a result of consolidating similar titles, eliminating unnecessary levels within classification series, converting existing classification structures to accommodate unique compensation structures. Another primary goal is to ensure the classification specifications accurately reflect the work performed and the tools used to perform the tasks assigned to positions in these classifications.

The Division of Merit Recruitment and Selection (DMRS) will coordinate with the Division of Compensation and Labor Relations (DCLR) to complete the compensation and labor market surveys and propose the pay range assignments connected with these occupational surveys.

Each survey will be managed by OSER, although some agencies may be taking the lead in conducting the actual review. This bulletin is intended to serve as formal notice announcing solicitation of your classification and compensation survey needs. To date, no classification and compensation surveys have been identified to be conducted by OSER during the 2011-2013 survey cycle.

Solicitation for Survey Requests

At this time we are asking agencies to provide survey requests and attach the appropriate documentation, as outlined below. Please make sure that you identify whether you are asking for a *compensation or classification survey per each request* that you make and, if more then one request is made, please prioritize your requests in order of importance. Submission of a survey request does not guarantee OSER will conduct the survey. Once all requests are received, OSER will evaluate the requests against the resources and prioritize which surveys can be completed during this survey cycle.

Process

At this time, OSER is asking that agencies compile the following information and provide it to the person and date identified below.

1. Identify an Agency Survey Coordinator and provide Linda Brennan with the coordinator's name, inter-departmental mailing address, e-mail address, and phone number. **Please provide this information to Linda Brennan, in DMRS at OSER by March 7, 2012.**

2. Identify any classification, compensation, recruitment, or retention problems your agency has been experiencing with the classifications identified for inclusion in this survey. Attachment A of this bulletin provides problem identification guidelines that agencies can share with supervisors of positions included in this survey. **Please send the problem identification information to Linda Brennan, in DMRS at OSER by March 7, 2012.**

Once it has been determined which surveys will be conducted during the 2011-2013 survey cycle, a detailed bulletin will be distributed outlining the survey process and timeline.

The majority of position audits are likely to begin in summer 2012.

Survey completion is tentatively targeted for the summer of 2013.

Questions regarding the overall survey process should be directed to Linda Brennan via e-mail at Linda.brennan@wisconsin.gov or by phone at (608) 267-0408.

Jack R. Lawton, Administrator
Division of Merit Recruitment and Selection

Attachment A

PERSONNEL MANAGEMENT SURVEY

Problem Identification Guidelines

Personnel Management Surveys are typically conducted to resolve problems that occur in the areas of Classification, Compensation, Recruitment and Retention. To help us in this survey process, agencies are asked to assess whether problems are occurring in their agency in these areas. As an aid to you, we have listed some of the more typical problems that occur. Please note that this is intended as a guide to assist you in identifying potential problem areas only. You do not need to identify any areas where you are not experiencing problems.

1. **Classification** - Within this broad area you should identify all problems you are experiencing with any aspects of the current class structure. Examples of specific problems within this broad area may include:

    a. Changes in the technology, organization, occupation, equipment, statutory authority, etc., which are not identified in the existing class specifications.

    b. The lack of identification of duties and responsibilities and position types or specializations in the existing class specifications.

    c. The inability to make clear distinctions between class levels or class series based on the existing class specifications.

    d. The presence of inequitable or inappropriate pay range alignments between positions in the same occupational area being reviewed.

    e. Insufficient class series or class levels to identify distinctly different kinds of work.

    f. Concerns regarding assignment to the appropriate occupational area/bargaining unit.

2. **Compensation** - Within this broad area you should identify all problems you are experiencing with any of the current pay range assignments of included classes. Examples of specific problems within this area may include:

    a. The failure of the existing classes and pay range assignments to adequately compensate for positions within the class series, within the organization, within the occupation or within the labor market.

    b. The presence of pay compression between supervisors and subordinates.

    c. The presence of other compensation issues such as hazardous duty, supplemental pay, protective service, Fair Labor Standards Act designation, etc.

3. **Recruitment** - Within this broad area you should identify all problems you are experiencing with any aspects of attracting sufficient qualified applicants. Examples of specific problems within this broad area may include:

    a. The necessity for specialized qualifications that affect the recruitment effort.

    b. The necessity for licensure, certification or registration which affects the recruitment effort.

c. The necessity for the operation of specialized or highly technical equipment.

d. The area of competition (statewide, nationwide, etc.) required to obtain qualified applicants.

e. The necessity of Hiring Above the Minimum (HAM), Temporary Appointment Maximum (TAM) or using a Raised Minimum Rate (RMR) to attract or retain sufficient candidates.

f. The lack of sufficient flexibility to downgrade positions for developmental purposes.

4. **Retention** - Within this broad area you should identify all problems you are experiencing with any aspects of retaining qualified employees. Examples of specific problems within this broad area may include:

a. The rate of turnover or number of vacancies.

b. The inability to retain senior level staff.

c. The presence of pay compression (see 2b).

d. The lack of advancement opportunities within a classification series.

e. The inability to retain staff due to low salaries.

5. **Other** - Within this area you should identify any other problems you may be experiencing which are not addressed above.